

## The 'new normal' - guidance from Alpaca

Questions to consider		Tick this box if you don't have elements of this section covered!
<b>People</b>		
<b>Furlough</b>	<p>Do you have employees furloughed? Are they <b>extending</b> their current period? Have you sent them a letter confirming the new period or the extension of current furlough period?</p> <p>Are they <b>ending</b> their current period? Have you sent them a letter to confirm the end of the furlough period?</p> <p>Do you need to extend the furlough period of your employees beyond the CJRS timeframe?</p> <p>Have you informed your payroll provider of any changes to the furlough periods?</p>	
<b>Restructure of Workforce</b>	<p>Do you need to restructure your workforce?</p> <p>Do you need to change any terms and conditions of employment?</p> <p>Do you need to change the hours or working patterns of any of your staff?</p> <p>Do you know how many people? Do you know the timeframe?</p> <p>Do you know if these changes require collective or individual consultation?</p>	



<p><b>Pay and Benefits</b></p>	<p>Are you due to implement an annual pay increase? Can you afford this?</p> <p>Is the pay review contractual or part of a collective agreement?</p> <p>Have you reviewed your bonus or commission payments? Are they relevant to the 'new normal'?</p> <p>Have you a plan in place for managing the holidays of employees when they return to work?</p>	
<p><b>Working from home</b></p>	<p>Do you intend to continue having people WFH?</p> <p>Have you carried out any form of risk assessment?</p> <p>Do you need to provide people with equipment if they are going to WFH for a longer period?</p> <p>Do you need to reflect this change in their contract of employment?</p> <p>Have you considered what steps you need to put in place to support your employees' physical &amp; mental wellbeing?</p> <p>Are you going to pay employees' an allowance for working from home?</p> <p>Have you guided your employees to make a P87 tax claim?</p>	
<p><b>Bringing your People back to work</b></p>	<p>Do you need some of your staff to return earlier to 'prepare' the workplace?</p> <p>Have you carried out risk assessments in regard to COVID19 before bringing your employees back to work?</p> <p>Do you need to redesign your shift patterns/office hours to enable social distancing?</p> <p>Do you have any employees who may need additional assistance?</p>	



	<p>Do you have any employees who are shielding and/or vulnerable?</p> <p>Have you considered the impact on your employees of them using public transport?</p>	
<b>Your work environment</b>	<p>Can your shared workspaces be reconfigured to enable social distancing?</p> <p>Do you need to redesign your physical work environment?</p> <p>Have you arranged for your ongoing cleaning to be increased to cover the risks to those who are in the workplace?</p> <p>Have you determined what your hygiene practices will be?</p> <p>Do you have the necessary resources (PPE/hand washing facilities/equipment cleaning) to enable people to work safely?</p> <p>Have you considered if your existing access and egress points enable social distancing?</p> <p>Do your rest areas and/or canteen facilities allow for social distancing?</p> <p>Do you need to look for a different work location; smaller, better able to adapt to social distancing etc?</p> <p>Have you considered what grants, funding or R&amp;D tax credits or cost saving procurement services could be available to fund these necessary changes?</p>	
<b>Training</b>	<p>Do you need to re-train or upskill people?</p> <p>Do you need to revise your training plans?</p> <p>Do you need to review any training agreements?</p>	



<b>Keeping people informed</b>	<p>Have you got a communication strategy in place?</p> <p>Are you able to clearly communicate the 'why, what, how and when' of any changes you are making?</p> <p>Do you craft your messages in a way that evoke care, collaboration, the common good, solidarity and interdependence, NOT messages that evoke fear, division, passivity, fatalism and individualism?</p> <p>Do you have a method by which employees can ask questions and get a constructive thoughtful response?</p>	
<b>Ongoing Covid related sickness and self-isolation</b>	<p>Have you explained to employees how any further COVID19 related sickness will be supported?</p> <p>Have you explained to employees how any further periods of self-isolation will be supported?</p>	
<b>Ongoing support to your employees</b>	<p>Have you explained how you will support employees with childcare conflicts?</p> <p>Is there support in place for employees who have lost a team member, member of their family and/or friend to the virus?</p> <p>Is there support in place for employees who have a member of their household working in a frontline NHS role?</p>	
<b>Business</b>		
<b>Business Travel and Meetings</b>	<p>Have you set out and communicated your expectations for internal meetings going forward?</p> <p>Have you communicated to your employees/customers/clients/suppliers how external meetings will be carried out going forward?</p> <p>Have you undertaken a risk assessment and considered what PPE is applicable for those staff who must travel?</p> <p>Do you need to make changes to you company car lease arrangements?</p>	



<b>Technology</b>	<p>Do your employees have the necessary technology to work in the 'new normal'?</p> <p>Do you need to change desk phones to headsets/VOIP to minimise unnecessary contact?</p> <p>Do you need to remove shared desktops/keyboards where they exist to minimise unnecessary contact?</p> <p>Have you considered what other technology tools might be available to you?</p>	
<b>Supply Chain &amp; Sales</b>	<p>Are there any COVID19 related matters that need clarifying or resolving under your current arrangements with customers or suppliers?</p> <p>Do you need to change the way you deliver your service/product? Do your commercial Terms and Conditions reflect the new normal?</p> <p>Were you looking at any acquisitions? Have you reviewed your due diligence in line with the 'new normal'?</p> <p>Have you carried out any Web traffic analysis etc based on the impact of COVID19 and the 'new normal'?</p> <p>Are you looking at moving to online fulfilment? Do your T&amp;Cs reflect this?</p> <p>Do you need to establish or change your 'returns' policy?</p> <p>Are you making new 'things'? How secure are your new sales contracts? Do your T&amp;Cs reflect this? Do you need new suppliers? Do you need to explore a new market?</p> <p>Do you export/import as part of your business? Have you checked out the regulations of the territories you work in to see if they have changed? What are their authorities saying about goods in/out? Do you know how this will impact on your supply chain changed?</p>	



Finance		
<b>Funding</b>	<p>Are you carrying out regular cashflow forecasting?</p> <p>Have you looked at ways to protect your cash flow going forward?</p> <p>Do you need additional funding?</p> <p>Do you have debtor day agreements in place?</p> <p>Do you qualify for an R&amp;D Tax credit?</p> <p>Are you aware of changes to deadlines and payment holidays from HMRC?</p>	
<b>Directors' duties</b>	<p>Are you aware of your statutory and fiduciary duties as director when a company is suffering financial distress?</p> <p>Are you recording your decision-making processes?</p>	

